

# The Chronicle

NEWSLETTER OF THE  
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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A Force for Positive   
**CHANGE.**

## Remembering Norman Helber



**N**orman Helber lived a purposeful life, driven by strong values. If you had to define Norm in a single word, it would be passionate. He pursued love, life, and his job with zest and vigor. He was a staunch believer in hope and redemption for all. Our department, our profession, and many, many individuals are better off because of him.

Norm was a visionary who pushed our profession to see beyond broken windows through community building and human resiliency. Norm was an early supporter of the American Probation and Parole Association (APPA), if not a founding father. He advanced the profession on a national level and mentored many of today's leaders in community corrections. In the process, he developed many lasting friendships. Rocco Pozzi (a former APPA president) says, "Norm was a friend and a mentor. Norm was to probation, what an encyclopedia is to a student. He will be missed, but his philosophy and innovative thinking will live on, because he has left an indelible mark on each of us who had the honor and privilege to have known him." Bill Fitzgerald (former Chief PO, Yavapai County, and former MCAPD supervisor) recalls, "No matter what the circumstances were, Norm always seemed to be able to add humor to the situation. I think this is very valuable considering the type of work we are all involved in."



Executive Team: Norm Helber, Mark Stodola, Mary Soto, Linda Ettari, Vicki Biro, Doug Pilcher, Frank Vitaro, Mary Walensa, and Mike Goss

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APPA Courts Leadership Role in Sentencing Policy 1993—Dot Faust, Honorable Ronald Reinstein, and Norm Helber

As Chief Probation Officer at MCAPD, Norm's desire was to develop and work for the best probation department in America. His 11 years as chief were filled with extensive collaboration, innovation and change. Former division director Dot Faust recalls, "he believed in his staff, and encouraged every well-intentioned, innovative move." Through a highly participative process, employees developed the department's vision and mission statements. Presence was re-engineered and APETS was piloted. The drug court, DUI court, sex offender program, SMI program, and adult education centers were developed... just to name a few. Before Norm's retirement, the department received the APPA President's Award, recognizing excellence and innovation.

When I first came to Arizona as the state director of Adult Services at AOC, Norm was the chief PO at MCAPD. He knew what it was like to come from back east and he was extremely gracious to me. Norm was very enthusiastic about what was going on with probation in Maricopa County and wanted to share this with us at AOC.

Norm's relationship with Mary, his wife of nearly 40 years, was extraordinary. Carl Wicklund (Executive director, APPA) notes, "perhaps the best role model he provided was his love for his dear wife Mary. The fun they had together and the passion they displayed for each other was an exemplary model for us all." Jeanette Verchimak (Norm's former administrative assistant) says, "When I think of Norm Helber, the first thought that comes to mind is 'family.' Norm loved his job, but he loved his wife and family even more. The love I witnessed between Norm and Mary was truly one of a kind."

Those of us involved with APPA have enjoyed long friendships with Norm and Mary. I will never forget all the times that he and Mary kept us entertained and laughing. Norm celebrated living and I am glad I was a part of it. ☺



Chief Broderick, Diane McGinnis with Norm and his wife Mary.

## 2009 NACo Achievement Award for Special Incident Reporting

By: Cathy Wyse

**M**CAPD has received a 2009 NACo Achievement Award from the National Association of Counties for **Special Incident Reporting: A Management Tool for Staff Safety**. The national awards recognize unique, innovative county programs.

It is rare to find a community corrections agency that collects special incidents data and produces special incidents reports to guide decisions essential to staff safety and security. MCAPD collects special incidents data, produces quarterly and annual special incidents reports, and utilizes the information in management decision-making. Knowledge from the reports, and discussions with staff, led to policy changes, new trainings, equipment additions and enhancements, new office procedures, architectural changes, and the addition of security staff at probation offices. Credible data helped managers secure support from court and county managers in order to implement safety enhancements. ☺

# MCAPD L.E.A.R.N. Recognized for Excellence

By: Lindell W. Rhodes

Maricopa County Adult Probation Department's Education Program won AOC's 2009 Literacy Education And Resource Network (L.E.A.R.N.) Lab of the Year Award. Maricopa County Adult Probation Department (MCAPD) previously won this award in 2006. MCAPD has initiated some of the best innovative and creative educational programming in the state. Contributing to this success is the support of the community and local judiciary. Because of the efforts of the community and local judiciary, many educational services and scholarships have been made available to MCAPD students that otherwise would not be accessible. Approximately 2,100 students are expected to receive classes and instruction by the end of the year.



From Left to Right: Dan Rodgers, Kathy Beal, Kristi Wimmer, Bill Pebler, Lindell Rhodes, Dan Sitzler

MCAPD has developed tremendous support from state, county and local jurisdictions as well as the State and Federal Departments of Education.

Letters from the Arizona Judicial Branch and Arizona Department of Education proclaim the exemplary educational accomplishments of MCAPD. Excerpts from State executive letters declare, "The administration and staff at MCAPD has taken a leadership role in Project L.E.A.R.N. with Lindell Rhodes, Education Director serving as the former Chair of the Project L.E.A.R.N. State Advisory Council. MCAPD is recognized as a leader in the field in service to clients who need to improve their reading and writing or math skills, L.E.A.R.N. to communicate better in English or who want to prepare to take the GED exam."

In addition, Judge Hyatt remembered some awards the Education Program received, "MCAPD is making impressive achievements. Their innovative education programs are nationally recognized and have received awards from former President Bush, Princess Ann, the National Association of Counties, the National Judicial College, Arizona Supreme Court, Arizona Office of the Courts, Arizona Department of Education and among others the MAYO Clinic where MCAPD won recognition at their Academic Excellence Award Ceremony."

A letter from the Arizona Department of Education's Adult Education Division applauded, "Maricopa County Adult Probation Department's L.E.A.R.N. Education Program continues to present extraordinary education, assist adults in becoming literate, and to obtain the knowledge and skills necessary for employment, self-sufficiency and to reduce client recidivism. MCAPD has been successful at providing educationally challenged court clients and other disadvantaged adults with quality education programs of instruction. The efficiency of MCAPD staff was recognized by Arizona's Department of Education, Adult Education Division. Through hard work and dedication the teachers exceeded EVERY State set educational goal. Maricopa County Adult Probation's outcomes place it as one of the leading adult education programs in Arizona."

Another basis for the program's success can also be attributed to the use of Evidence-Based Practice. These principles are intertwined in the curriculum and help the student/clients understand and address their identified criminogenic needs, along with teaching them the skills they need to change their own behavior. ☞

# The Legacy/85041 Project

By Susan Savoy

**B**ased upon analysis completed by the Justice Mapping Institute, several “hot spots” were identified as having the largest concentration of corrections expenditures. One of the neighborhoods with the highest criminal justice index score was identified in South Phoenix, specifically the 85041 zip code. The score reflected an 81% recidivism rate for those released from the Arizona Department of Corrections (ADC) into the 85041 neighborhood.

As a result, ADC focused their Legacy Project in the 85041 and 85040 areas. In July 2007, ADC began looking at new re-entry and community supervision strategies. Those entering ADC with an identified 85041 release address are housed together in two institutions allowing for pre-release discharge planning. ADC partnered with the Department of Economic Security (DES) Family Connections Program to allow community supervision officers and DES caseworkers to meet with offenders prior to release, identify release needs and begin family services. Once released, community supervision officers meet with offenders at their residence, complete FROST assessments with case plans, cooperative communication skills and focus more on services and resources than revocation.

In late 2007, the Maricopa County Adult Probation Department (MCAPD) began partnering with ADC and DES Family Connections. With the full support of state and county leadership, a collaborative model of supervision was developed and implemented at the Southport Probation Office. Working together, a shared vision was developed for the Legacy/85041 Project. The vision:

*Having the necessary resources, by working with local agencies and the surrounding community, to aid offenders to become productive, contributing members of the community.*

Since MCAPD entered into this collaboration, staff working in the 85041 neighborhood has embraced the opportunity to try new interventions and focus on services that lead to positive behavior change. One of the most significant benefits from the project has been the improved communication with ADC leadership and community supervision staff. MCAPD now has access to ADC’s AIMS system which allows Indirect Services (IDS) to obtain release dates and greatly improve the transition of those returning to the 85041 neighborhood with or without community supervision. Regular communication occurs between ADC staff and MCAPD field officers which enables us to continue services in place without disruption.



Legacy/85041 get ready to ride the bus and light rail!  
**Front Row:** Terry Lee, Olivia C Ramirez **Second Row:** Jill Brown, Angela Hopkins, Erica Ephriam, Jennifer Lennox, Julie Lovejoy, Richard Baca **Back Row:** Sherry Johnston, Sue Bauer, Donna Vittori, Krista Martin, Dave Strate

A comprehensive training plan was developed for the project and all partners regularly participate in cross trainings including Motivational Interviewing, FROST Assessments, Case Planning, and the very popular “Put Yourself in the Probationer’s Shoes” series. The most recent training allowed staff to take the bus and light rail from South Phoenix to north downtown and back. Contrary to everyone’s initial belief, we did not end up in Texas! It was a great learning experience and staff will certainly think twice before they assume “my bus was late” is just an excuse. The next training involves an interactive series on Generational Poverty and Understanding Incarceration.

*Continued on page 5*

The Legacy/85041 Project began in MCAPD with approximately fourteen members. Today, the number of partners and MCAPD staff involved in some aspect of the project is well over forty. All participating agencies meet regularly either in meet & greets, forums, conferences or informal staff meetings to discuss our successes and what still needs to be done. Several departments within MCAPD including Training, Work Furlough, Indirect Services, Standard Field and Intensive Probation have worked extensively to identify and implement a model that addresses the many needs of the 85041 population.

The most recent addition to the Legacy/85041 Project is the PATH Project (Progressive Alternatives Targeting Hindrances/Hazards) which began May 1, 2009. All 85041 direct commits (no community supervision) and community supervision releases are assigned to PATH prior to prison release. The team goal is to triage immediate release needs (transportation, housing, food, clothing, general assistance, identification, employment) and move them to standard field within 120 days. The goal is to address the barriers that greatly impact success upon release and reduce recidivism within the first months of release (which evidence shows is the highest risk period). To aid in success, we have re-entry "suitcases" which include a folder, day planner, pen, transportation resources, area resource maps probationer handbook and a watch. Additionally, AWEE began the PASSAGES Program in April 2009, targeting South Phoenix, to assist those re-entering the community from prison or county jail with job development and job placement.

To measure success, probationers are surveyed every six months and statistics are kept on PATH participates with County Crime Prevention assisting with complying results. MCAPD Research & Planning is in the process of developing a project evaluation through focus groups and data analysis. Survey results have been very positive with clients expressing that they recognize we are doing things "a little different." Through the partnership of Phoenix Police and South Phoenix faith-based organizations, the next Legacy/85041 goal is the development of a mentoring/life coaching model by January 2010.

The Legacy/85041 Project at MCAPD has operated with 0% funding. The success of the project has been the motivation, enthusiasm and dedication of the staff and collaborative partners willing to make a difference in the life of offenders. All staff genuinely believes that through our efforts we can accomplish our goal and have a positive impact on the target neighborhood and community. Our goal:

***To provide a collaborative model that can be replicated to reduce recidivism of offenders on probation and parole within the 85041 neighborhood through partnerships and resources within the community to improve services and allow for behavior change. ☞***



Legacy/85041 June 2009 team meeting:  
Front Row Left to Right:  
Heather Peckham, Jennifer Lennox, Jesse Camarena (ADC), Susan Savoy  
Second Row: LyTyson Sam, Sherry Johnston, Jill Brown, Dwayne De La Pena (DES), Julie Lovejoy, Krista Martin, Shana Edmundson, Claire Clennan (A.W.E.E.)  
Back Row: Dave Strate, Donna Vittori, Erica Ephriam, James Hearn, Richard Baca, Michael Rangus (ADC)  
Picture taken by Olivia C Ramirez

## What Is Your Haiku?

How would you describe your work in the form of a Haiku? Such was the question that kicked off the Manager's Forum on June 22, 2009, guided by Meagan Howe of the Crime and Justice Institute. Those individuals with English majors remembered the process and immediately commenced writing their Haiku. Some of us waited for an example. A Haiku, in case you do not recall, is a three-line poem with one line consisting of five syllables, the next line seven syllables, and the last line five syllables. Supervisor Rebekah Trexler wrote the following descriptive Haiku of her role in probation as:

Ever expectant  
Hoping for better changes  
We begin our day!

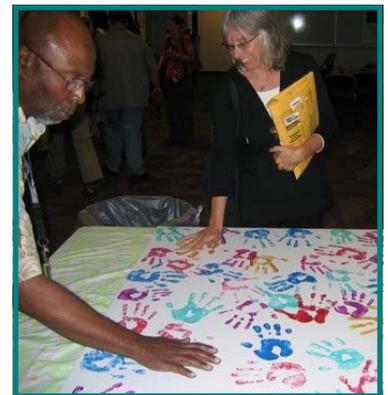
We entered the world of probation to create a safer community and assist people with behavior change. Over the years, the goal and mission of the department have remained the same; how we accomplish our goal has been undergoing some changes. At the forum, we learned change is situational while transition is psychological. We also looked at the three-phase process people experience as they transition and come to terms with the new situation that change brings about. The phases are endings (something is lost), the neutral zone (anxiety and confusion, along with creativity), and beginnings (new attitudes and new identities).

The group discussed the many transitions this agency is currently undergoing and techniques on managing the three phases of transition. Our challenge is to address these transitions effectively while celebrating our successes and new beginnings.

For a more comprehensive look at the presentation on Transition Management, contact Meagan Howe, of the Crime and Justice Institute. [mhowe@crjustice.org](mailto:mhowe@crjustice.org).

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# Evidence Based Practice in the MARS Unit

By: Cynthia Gordon

**E**vidence-Based Practice: we are inundated with this term. From articles in the Chronicle, Carey Guides, e-mails from management, and motivational interviewing emphasis and training, Maricopa County Adult Probation Department's commitment to EBP is evident. Although it sometimes appears that EBP is targeted to the field officer, Minimum Assessed Risk Supervision (MARS) is a major part of EBP. My job as a MARS probation officer is a direct result of our department's commitment to the principles for effective interventions.

With a caseload size of over 300 clients (and aiming at 500 clients), I had to learn a different approach to probation supervision after I left my standard field caseload. The assessment of risks/needs places low risk/minimum supervision probationers on MARS. We recognize that these offenders, in general, don't require a lot of supervision and other interventions. In supervising probationers on this caseload, I remind myself that assessment is an ongoing process and is more than just the FROST that I do when the individual is reinstated to probation or is convicted of a new offense. The interactions I have with the probationers are as important as a means of continual assessment as the FROST.

Although MARS procedures remove most visual contact requirements, officers are still expected to facilitate probationers' behavioral change. I don't have the opportunities that exist on a field caseload to motivate a probationer with fact-to-face contact because most of the contacts on the MARS caseload are by phone, which makes efforts to effect lasting change more challenging. So, how can I motivate the individuals on this caseload to change their behaviors with so little contact?

When contact is made, I try to project a positive, professional demeanor. By listening and acknowledging positive changes or goals met, I believe I am building on the individual's successful behavior changes. I use that couple of minutes of contact to provide positive feedback regarding treatment, UA results, and requirements they have completed. Asking them to verbalize what they have done towards completing their probation requirements and what they have left to do can lead to a discussion of early termination or Earned Time Credit. Sometimes just a couple of words acknowledging their continued commitment to AA meetings, the time spent coaching their child's soccer team; or asking about the CRP work they are completing, their GED classes, or what they learned from the L.I.F.E. seminar, affirms the progress they are making in life change.

Even our telephone reporting procedure can be motivational for the probationer. In that telephone report message, they state if they have had any police contact, how many CRP hours they have completed this month, and the status of any treatment/counseling. By leaving that message each month, they have an opportunity to verbalize their successes and achievements.

Collateral contacts are another way to support change. Listening to a family's perception of how the probationer is doing, and reinforcing their positive support of desired new behaviors, may give them and the probationer the motivation to continue after probation supervision ends.

Employment is another area to support lasting behavior changes. I provide employment lists and information of job fairs, along with a few bus passes for those probationers who appear sincere in their efforts at finding work. I try to have them focus on what they can do, rather on their limitations, and discuss the benefits of employment beyond the paycheck.

One of the main ways we measure success of probation is by the defendant remaining law-abiding. The sentence I include on the Order of Discharge stating that there have been no new arrests or documented criminal activity sometimes appears to be grasping for good things to say when some of the Conditions have not been completed. Then I try to remember, evidence based practices is more than completing technical Conditions; it is looking at the bigger picture and a probationer's overall success. ☞

## May 1, 2009....

By: Janet Blake

**A**t 11am I received a call from an individual stating, "Janet, I just got out." I did not recognize the voice and had no idea where this person just got out from. I asked, "Got out from where?" Of course the answer was, "Prison." I still had no idea to whom I was speaking. After some hesitation, he said, "You don't remember me, do you?" Well actually, no I didn't. He said, "This is Robert." Ok, still no help there. "You know, Robert from Shock." Ok, now that narrows down the time from 1990 to 1996, but that still did not tell me the identity of the person with whom I was speaking. "They followed your recommendation of 13 years and I did 12." Now I'm wondering why he was calling me. That is a long time to hold a grudge for someone about a recommendation. He said, "I was wondering if you had any information about getting a job?" This I can handle. "Sure, come on into the office and I will give you some flyers that might be of some help to you." He did come in and he actually looked the same. I started remembering things about him. His father was a police officer and his girlfriend was pregnant with their first child when he went to prison. We spoke about Shock, prison, family, other probationers who were on IPS, and his plans for the future. He thanked me for taking the time to talk with him when he was having hard times while on IPS. It was an interesting discussion and not exactly what I expected.

Now to make it more interesting, I received another phone call that same day, May 1, 2009. It felt like I was in the movie "Ground Hog Day." It was 1pm and the person on the other end of the phone said, "Hi Janet, I just got out." Ok, I think I got it this time; it's got to be prison. Well, the prison part was accurate, but the name was again unknown. Not wanting to sound completely ignorant, I asked, "When did you get out?" He said, "Last week, but you were not at Garfield anymore so I had to find you." Ok, I got that creepy feeling again, but his voice did ring a bell since it was different. I again hesitated and he said, "It's Michael." This time I knew who it was. He said he just finished 9 years in prison. This case I cannot forget since I had arrested Michael and two days later his girlfriend called. She said she was at Good Sam Hospital, scared and wanted to know if I could come over for just a little while. I admit I felt a little guilty knowing where Michael was and she did not have a positive relationship with her family. Within a few minutes of arriving I realized she was in active labor. She grabbed my hand and since this was their third child, Little Michael was born within the next 10 minutes. If I had gotten there 15 minutes later, I would have missed the birth. Little Michael is now 10 years old. Michael asked if I would come see him and bring any information about getting a job. Michael was at a half-way house at 22<sup>nd</sup> St and Roosevelt, a program I used regularly in the past. I did go see him the next day and I recognized him immediately. The only difference was that his hair (in a pony tail) was at his waist, consistent with his Native American culture. My talk with Michael was interesting. He remembered three things: I witnessed the birth of his only son (thankfully there was no mention as to why he couldn't be there), the day I got angry about his violations on IPS (he said I threw his file on another probation officer's desk and told him I was going to transfer him because I would not tolerate his non-compliant behavior-he said I was really angry and that was the day he started making changes) and that I got him to be able to talk to people (Michael would never say what was on his mind or how he felt).

Apparently my past caught up with me all in one day, May 1, 2009. We don't realize that we make lasting impressions in people's lives and not just in our personal life but probation also. We choose the kind of impression with which we want to leave them. **My strongest desire is that when I'm gone from this Earth, I leave an everlasting footprint that makes an impression that would make me smile.** Robert and Michael, in their own way, made me feel that way. ☺

# A Look on the Positive Side

By: Mary Anne Boyden

One of the greatest things about our department is that it is composed of highly positive people, which is one of the all time top assets to the department. Yes, there are some chronic critics, and we all have our moments of negativity and complaining. Fortunately, complaining is a small part of the culture in this department. Your daily decision to avoid negativity can make coming to work like a breath of fresh air in these unpredictable times. When tempted to grumble or be a curmudgeon, come up with a positive solution to the problem. When tempted to focus on what is wrong, choose to focus on what is right. If you find yourself in a circle of “Negative Nellies” at work, at school, at home, or other places in the community, don’t let yourself get sucked in. Rather, try to point out the positive or, if absolutely necessary, get away from the negativity before it permeates your being.

The people we supervise also face negativity each day at their job, often with the additional stress of being on probation, facing financial concerns, and feeling like they have no way out. By being empathetic to their issues, by finding out what they consider to be negative in at their jobs, and by brainstorming positive ways to deal with these stressors, we can help our probationers deal with these issues versus making the choice to join in the negativity or give up.

Author Susan M. Heathfield, About.com, wrote of the causes and cures of work place negativity. She cited a recent study conducted by Towers Perrin and researchers Gang & Gang. They determined that workload, concerns about management, anxiety about the future, boredom, and insufficient recognition were the top five reasons for negativity in the workplace. But, what are the “cures” when we are impacted by events like budget cuts, understaffing, reduction in force, or other factors that are out of our control? First, we can continue to make suggestions on how the department can save money; we can understand what the County is being faced with because of the downturn in revenue. We can challenge pessimistic thinking and negative beliefs; we can recognize our co-workers for the work they do; we can seek beneficial organizational change; we can keep open-minds; we can encourage our fellow workers, friends, and neighbors to keep a positive outlook in these troublesome times.

A popular politician’s mantra is “Yes We Can.” “Yes” is a positive word, “we” puts us in this together, and “can” means we will find new ways.

negativity in the workplace.mab.word.

# Safety Matters

By: Gary S. Streeter

Recently, the procedures regarding building security were revised and renamed. It is now known as Field Office Screening and Security Procedures. These procedures help integrate daily Adult Probation operations and Court Security’s screening mission. The personnel who represent those agencies are dependent on each other for help and support. The procedures help codify this help and support by prescribing certain actions in response to specific situations. This way, both agencies are “on the same page” and will work together to resolve situations. The more stressful the situation, and the more people involved, the more important it is for personnel to work cooperatively to effectively resolve the situation.

Sometimes it is helpful to look at security as concentric rings, with each getting closer to the asset to be protected. In this case, staff is the asset protected. However, even the assets bear some responsibility for protection. So, let’s look at what we might consider to be our rings of security.

1. Local law enforcement. They could be considered the outermost ring responsible for safety and security outside our “perimeter” (forgive the military terminology, I can’t help it). They patrol the streets surrounding our offices and respond to assist with arrests and other potentially dangerous situations.

*Continued on page 10*

2. The second ring would be physical security measures in place at area offices. Examples of these would be card readers at access doors and building and parking lot lighting and cameras.
3. Court Security is a recently added circle and one that is vital to the safety and security of staff. They are the initial point of contact when someone enters the building via a main lobby. They screen for weapons and contraband and notify staff of located items via the A/B/C card system.
4. Support Staff. Okay, they aren't technically security, but they play an important role in staff safety. They have dual roles because they are protected by the outer rings, but they are also "early warning" people who have eyes and ears on the lobbies. They may see behavior or hear discussions that need to be reported to the supervising officer. For example, support staff may overhear someone making threats against their officer or observe someone who is visibly agitated. Transmitting this information to the officer may result in the officer opting not to bring the defendant into a staff area (e.g. offices, cubicles or interview rooms).
5. Last are the staff (badged and non-badged) who are protected. Each individual has personal responsibility for their own safety and the safety of others. First, everyone is responsible for their own safety. As with everything else, some are more invested in safety than others. Some staff only take the minimum required training while other staff take voluntary classes to enhance their skills. Secondly, we are all interconnected because we work in the same office space. If I leave a probationer sitting all alone in an interview room while I make copies I am compromising everyone's safety. Or, by not ensuring that access doors are properly shut I could be endangering everyone's safety by allowing an unauthorized person into a staff area. Those are just a few examples, but you can start to see that one person's inaction or inattentiveness can jeopardize many.

As the military used to say, "security is everyone's business." Cooks, firefighters and mechanics needed to be vigilant for threats and practice good personal safety and security habits. The same goes for Adult Probation staff. We have to "have each others' backs" and take care of each other because we are all in this together. 🐶

# Congratulations!

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# Congratulations & Thank You

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HEIDI HENIGER  
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HOLLY HOFFMAN-WETZEL  
JENNIFER OLTMAN  
WILLIE REED  
MICHELE SALDANA  
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ALEXANDER  
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## 15 Years

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